

THE MEDIATING ROLE OF WORK ENGAGEMENT: ORGANIZATIONAL CULTURE AND QUALITY OF WORK LIFE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract

This research aims to examine and evaluate the impact of organizational culture and quality of work life on organizational citizenship behavior via work engagement, both directly and indirectly. A saturated sampling technique was applied in this study, implying that all members of the population were included in the sample, consisting of 68 civil servants working at the Department of Communication and Informatics of Nganjuk Regency. Data were gathered via Likert-scale questionnaires and processed using SEM-PLS supported by SmartPLS 4. The study demonstrates that organizational culture and quality of work life contribute positively and significantly to employees' work engagement. Moreover, organizational culture and work engagement positively and significantly affect organizational citizenship behavior. However, quality of work life is not significantly related to organizational citizenship behavior. However, work engagement serves as a full mediator in the link between quality of work life and organizational citizenship behavior and as a partial mediator in the effect of organizational culture on organizational citizenship behavior.

Keywords: *organizational culture, quality of work life, organizational citizenship behavior, work engagement*

1. INTRODUCTION

Government organizations bear a primary responsibility for delivering public services that are transparent, high-quality, and accountable. As implementers of public policy, these organizations are expected to provide timely and responsive services in accordance with community needs. The effectiveness of public service delivery is determined not only by established procedures and regulatory frameworks but also by the active role of human resources as frontline service providers.

The enhancement of human resource quality can be observed through employees' discretionary behaviors that go beyond assigned responsibilities, known as Organizational Citizenship Behavior (OCB). As proposed by Organ (1988), OCB refers to voluntary actions that contribute to organizational effectiveness without being formally recognized or explicitly required by organizational regulations. Organizational citizenship behavior does not emerge spontaneously. Rather, it is influenced by a combination of internal and external factors that shape employees' attitudes and actions within the organization.

Organizational culture is an essential factor influencing employees' extra-role behavior. It consists of a set of norms, values, beliefs and practices that serve as behavioral guidelines for employees within an organization. A supportive and solid organizational culture can foster norms and values that drive employees to perform beyond their assigned roles. Organizational culture can shape employees' behavior in enhancing their work capabilities, as well as fostering loyalty and commitment, including encouraging

extra-role behaviors such as assisting coworkers (Rulianti, 2022). Besides organizational culture, Quality of Work Life (QWL) is another key variable affecting OCB. QWL is defined as management’s perspective on employees and their relationship with the organization, reflecting how far the work environment contributes to employees’ well-being. It represents employees’ perceptions of their physical and psychological welfare in the workplace (Cascio, 2006). A higher level of QWL is expected to enhance positive work attitudes and behaviors. Furthermore, work engagement represents an internal determinant that contributes to the improvement of OCB. Work engagement reflects a positive psychological condition marked by vigor, dedication and absorption.

The association between organizational culture dan QWL to OCB can be further strengthened by incorporating work engagement as a mediator. A supportive organizational culture cultivates employees’ sense of belonging within the organization, while a higher level of QWL enhances employees’ comfort and job satisfaction. These conditions are expected to increase employees’ level of work engagement, which subsequently promotes the emergence of OCB. Work engagement functions as a mediating factor that explains how organizational culture and QWL influence employee’s extra-role behavior within government organizations.

According to the BerAKHLAK Index, which is used to assess the implementation of core values among civil servants, Nganjuk Regency recorded a score of 64% in 2022 and 65.60% in 2023. These scores fall within the “moderately healthy” category, indicating that the existing organizational culture is relatively adequate but still requires continuous improvement to achieve a “healthy” organizational culture. This study holds particular relevance in the context of government institutions operating in the digitalization sector.

Table 1. Performance Outcomes of the Department of Communication and Informatics of Nganjuk Regency

Performance Indicator	2023	2024	Ranking in East Java (2023)	Ranking in East Java (2024)	Note
Electronic-Based Government System Index	3.62	3.82	17	25	Achieved performance target
Public Information Disclosure Score	–	87.09	–	18	Achieved performance target
Statistical Development Index	2.21	2.04	18	33	Did not achieve performance target
Digital Society Index	43.07	39.89	29	37	Improved in 2025 to 42.58 (ranked 31)

Source: Department of Communication and Informatics of Nganjuk Regency

Table 1. indicates that the Electronic-Based Government System Index and the Public Information Disclosure Score have achieved their performance targets, suggesting that the organization has fulfilled its formal performance responsibilities. However, when compared to other regencies/cities in East Java, these achievements remain relatively low in terms of ranking. This condition highlights the need for employees to demonstrate extra-role behavior in order to synergize and enhance organizational performance, particularly in improving public service delivery. Furthermore, the Statistical Development Index and the Digital Society Index have not yet met the established performance targets. The underachievement of these indicators is not solely attributable to technical limitations but is also closely related to organizational dynamics and human resource factors. OCB serves

an important function in fostering inter departmental collaboration, optimizing the effectiveness of public services and enhancing overall organizational performance.

Addressing the performance gaps within the Department of Communication and Informatics of Nganjuk Regency requires a more comprehensive insight into the factors that may promote OCB among employees. This study aims to examine and evaluate the impact of organizational culture and QWL on OCB via work engagement, both directly and indirectly. Previous studies have generally focused on examining direct relationships among these variables and have predominantly been conducted in the private sector, which has different characteristics and organizational dynamics compared to the public sector. This research provides a new contribution by investigating the impact of organizational culture and QWL on OCB, with work engagement acting as an intervening variable in public sector organizations delivering public services. In addition, this study adopts the *BerAKHLAK* core values framework for civil servants as a measure of organizational culture, offering a more contextualized and an appropriate approach to understanding the factors that drive the emergence of OCB.

2. LITERATURE REVIEW

Organizational Culture

Organizational culture refers to a system of shared meanings embraced and practiced within the members of an organization, which differentiates it from other organizations (Robbins & Judge, 2015). According to Robbins & Judge (2015), the key dimensions of organizational culture include people orientation, attention to detail, outcome orientation, innovation and risk-taking, aggressiveness, team orientation, and stability. Organizational culture is also reflected in the implementation of the *BerAKHLAK* core values framework, which encompasses “service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative principles”. The *BerAKHLAK* values serve as fundamental guidelines for civil servants in performing their roles and responsibilities as public service providers.

Quality of Work Life

QWL Life is conceptualized as an approach intended to improve employees’ work experiences by creating working conditions that support job satisfaction, well-being, and overall personal development (Walton, 1973). It emphasizes the necessity of providing a conducive workplace environment that enables employees to achieve both professional and personal fulfillment. Furthermore, QWL is defined as employees’ perceptions of their physical and psychological well-being in the workplace (Cascio, 2006). According to Cascio (2006), the key dimensions of QWL include employee participation, conflict resolution, career development, occupational health, communication, job security, work safety, a sense of pride in the organization and fair compensation.

Work Engagement

Schaufeli & Bakker (2003) defines work engagement as a positive and meaningful psychological condition associated with work, reflected in vigor, dedication, and absorption in work activities. Work engagement reflects a positive work-related psychological state that arises when employees have adequate job resources to manage job demands, as proposed in the Job Demands Resources model (Bakker & Demerouti, 2008) Within this framework, high job demands can result in strain and exhaustion, whereas the availability of adequate job resources fosters motivation, enthusiasm, and positive engagement in work.

Organizational Citizenship Behavior

OCB is understood as self-initiated and discretionary behaviors performed by employees that are not formally recognized by the organizational reward system, yet contribute to the overall effectiveness of the organization (Organ, 1988). Such behavior demonstrates employees' readiness to perform beyond their prescribed job duties in contributing to organizational performance. Bayati et al. (2025) highlight that OCB represents collaborative actions that exceed formally assigned responsibilities, and that recognizing and valuing such behaviors can foster a more productive and equitable work environment. The dimensions of OCB, as proposed by Organ (1998), include altruism, sportsmanship, conscientiousness, civic virtue and courtesy.

Organizational Culture as a Determinant of Work Engagement

A supportive organizational culture is instrumental in boosting employees' work engagement, which subsequently leads to greater job satisfaction and productivity. A healthy organizational culture is characterized by trust, collaboration, open communication, and recognition of employees' contributions. Such conditions foster stronger commitment and motivation, create a positive emotional work environment, and ultimately increase employees' engagement with their work. Studies conducted by Zahara & Kasmiruddin (2025), Kurniawan et.al (2025) and Nurshalimah et al. (2025) demonstrate that organizational culture contributes positively and significantly to work engagement.

H1: Organizational culture exerts a positive and significant influence on work engagement

Quality of Work Life as a Determinant of Work Engagement

A high level of QWL is essential in fostering employees' engagement toward their work. When employees perceive their work environment as supportive, characterized by fair opportunities, adequate resources, and organizational support, they tend to feel more enthusiastic, dedicated, and psychologically attached to their tasks. A favorable work environment enhances employees' motivation and encourages a deeper level of involvement in their job roles. Research conducted by Wu & Zhang (2025), Lestari et al. (2023), and Aysila & Kusmaryani (2025) demonstrates that QWL contributes positively and significantly to work engagement.

H2: QWL exerts a positive and significant influence on work engagement

Organizational Culture as a Determinant of OCB

A robust and supportive organizational culture is a key factor in encouraging employees' extra-role behavior. A healthy organizational culture enhances employees' commitment and job satisfaction, creating a work climate that enables employees to feel appreciated and intrinsically motivated. Such an environment promotes employees' voluntary engagement in actions that exceed prescribed job duties. Research performed by Salfitri et al. (2024), Primadona et al. (2025), Camacho et al. (2025), and Putri & Fariana (2025) indicate that organizational culture positively and statistically significantly influences OCB.

H3: Organizational culture exerts a positive and significant influence on OCB

Quality of Work Life as a Determinant of OCB

A high level of quality of work life encourages employees to exhibit positive behaviors that extend beyond their formal job responsibilities. When employees perceive their work environment as comfortable and supportive, characterized by adequate facilities, fair compensation, and opportunities for personal and professional development, they are more likely to engage in discretionary behaviors that benefit the organization. Research conducted by Askafi (2024), Walidya & Izzati (2023), and Bayati et al. (2025)

demonstrates that quality of work life contributes positively and statistically significantly to extra-role behavior.

H4: QWL exerts a positive and significant influence on OCB

Work Engagement as a Determinant of Organizational Citizenship Behavior

Work engagement serves as a key factor in enhancing employee motivation to engage in behaviors beyond their formal job responsibilities. Employees who are highly engaged, characterized by strong dedication, enthusiasm, and involvement in their work tend to exhibit proactive and voluntary behaviors that contribute to organizational effectiveness. Research carried out by Hasibuan et al. (2025), Primadona et al. (2025), Park & Kim (2024), and Kim (2023) indicate that work engagement contributes positively and significantly influences OCB.

H5: Work engagement exerts a positive and significant influence on OCB

The Role of Work Engagement as a Mediator in the Association between Organizational Culture and Organizational Citizenship Behavior

A positive organizational culture not only has a direct impact on enhancing voluntary work behavior, but also fosters employees' work engagement. A supportive culture marked by shared values, trust, and collaboration can strengthen employees' emotional attachment to their work. This heightened level of engagement subsequently encourages employees to exhibit higher levels of extra role behavior. Employees who are emotionally and psychologically engaged are more inclined to contribute beyond their assigned roles in support of organizational goals. Studies conducted by Ramdhani & Wardhani (2024) as well as Satyawati & Rahyuda (2022) demonstrate that work engagement serves as a significant mediator in the association between organizational culture and OCB.

H6: Work engagement plays a mediating role in linking organizational culture to OCB

The Role of Work Engagement as a Mediator in the Association between QWL and OCB

A high quality of work life promotes a supportive work environment marked by comfortable working conditions and opportunities for personal and professional growth, and strong social support. When employees are more engaged, demonstrating enthusiasm, dedication, and active involvement in their work, they are more inclined to engage in voluntary work behavior, including taking initiative and assisting colleagues. Studies undertaken by Cahyo et al. (2023) and Lestari et al. (2023) demonstrate that work engagement acts as a significant intervening variable in the link between QWL and OCB.

H7: Work engagement plays a mediating role in linking QWL to OCB

3. METHOD

A quantitative research approach was utilized in this research, where all individuals within the population were included as the sample. The sample consisted of 68 civil servants working at the Department of Communication and Informatics of Nganjuk Regency. An online questionnaire was used to collect the data.

The feasibility of the research instrument was assessed through validity and reliability tests using SPSS version 30. Validity testing aims to ensure that the instrument accurately measures what it is intended to measure, while reliability testing indicates the consistency and dependability of the instrument. Inferential analysis was performed through Partial Least Squares by Structural Equation Modeling using SmartPLS version 4.0. SEM-PLS is a multivariate statistical method used to analyze relationships among latent variables within a complex structural model. The analysis consists of two stages: the

outer model and the inner model. The outer model explains the relationship between latent variables and their indicators, and is evaluated using convergent validity, discriminant validity, cronbach’s alpha, and composite reliability. Meanwhile, the inner model aims to examine the strength of causal relationships among latent variables, and is assessed using R-square, predictive relevance, goodness of fit, f-square, and path coefficients.

Organizational culture was measured based on the dimensions proposed by Robbins and Judge (2015), including “innovation and risk taking, outcome orientation, attention to detail, team orientation, people orientation, and aggressiveness”. In addition, this study incorporated the BerAKHLAK core values index specifically “service-oriented and accountable” as context specific indicators relevant to public sector organizations. QWL was measured using indicators proposed by Cascio (2006), including “employee participation, career development, conflict resolution, communication, occupational health, work safety, job security, and fair compensation”. Work engagement was assessed using the dimensions developed by Schaufeli and Bakker (2003), are “vigor, dedication, and absorption”. OCB was assessed using the dimensions introduced by Organ (1988), namely “altruism, sportsmanship, conscientiousness, courtesy, and civic virtue”.

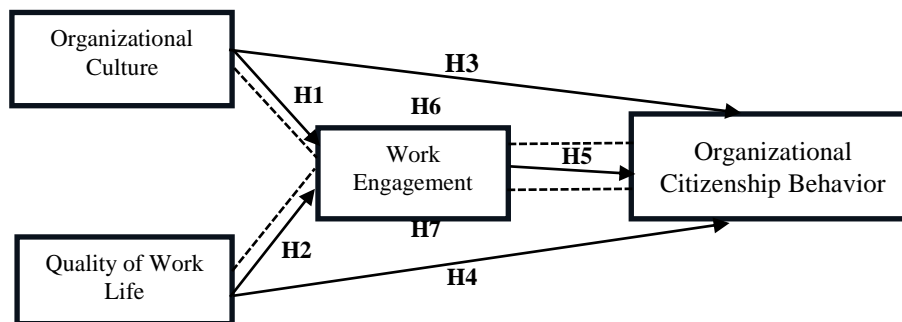


Figure 1. Hypothesis Model
 Source: data processed by the researcher (2026)

4. RESULTS AND DISCUSSION

Validity Testing of Research Instruments

The validity test was conducted on 25 respondents as an initial sample and analyzed using SPSS software.

Table 2. Results of Research Instrument Validity

Variable	Item	r-count	p-value	Variable	Item	r-count	p-value
Organizational Culture	X111	0,766	<0,001	Work Engagement	X271	0,695	<0,001
	X112	0,781	<0,001		X272	0,849	<0,001
	X121	0,689	<0,001		X281	0,796	<0,001
	X122	0,610	0,001		X282	0,796	<0,001
	X131	0,758	<0,001		Z11	0,603	0,001
	X132	0,616	0,001		Z12	0,740	<0,001
	X141	0,775	<0,001	Z13	0,760	<0,001	
	X142	0,688	<0,001	Z21	0,663	<0,001	
	X151	0,613	0,001	Z22	0,793	<0,001	
	X152	0,706	<0,001	Z23	0,643	<0,001	
	X161	0,641	<0,001	Z31	0,806	<0,001	
	X162	0,622	<0,001	Z32	0,717	<0,001	
	X171	0,608	0,001	Z33	0,688	<0,001	
	X172	0,504	0,010	OCB	Y11	0,844	<0,001
X181	0,452	0,023	Y12		0,715	<0,001	
X182	0,701	<0,001	Y13		0,889	<0,001	

Quality of Work Life	X211	0,740	<0,001		Y21	0,455	0,022
	X212	0,705	<0,001		Y22	0,678	<0,001
	X221	0,586	0,002		Y23	0,754	<0,001
	X222	0,636	<0,001		Y31	0,850	<0,001
	X231	0,670	<0,001		Y32	0,598	0,002
	X232	0,768	<0,001		Y33	0,638	<0,001
	X241	0,784	<0,001		Y41	0,848	<0,001
	X242	0,784	<0,001		Y42	0,840	<0,001
	X251	0,753	<0,001		Y43	0,674	<0,001
	X252	0,603	0,001		Y51	0,823	<0,001
	X261	0,780	<0,001		Y52	0,701	<0,001
	X262	0,812	<0,001		Y53	0,844	<0,001

Source: SPSS output processed by the researcher (2026)

Table 2 shows that all items have met the validity requirements, where the calculated r-count is greater than the r-table value (0.396) and the p-value is less than 0,05. These results indicate that all items in each variable are valid.

Reliability Testing of Research Instruments

Table 3. Results of Research Instrument Reliability

Variable	Cronbach's Alpha
Organizational Culture	0,909
Quality of Work Life	0,939
Work Engagement	0,877
Organizational Citizenship Behavior	0,937

Source: SPSS output processed by the researcher (2026)

As presented in Table 3, the Cronbach's Alpha for each variable is above 0,70. This suggests that the instruments are reliable and meet the reliability requirements.

Outer Model Evaluation Results

Convergent Validity Assessment

According to Ghozali & Latan (2015), indicators with an outer loading of $\geq 0,7$ demonstrate strong convergent validity. Outer loading values between 0,5 and 0,7 are still acceptable and may be retained, provided that the construct exhibits AVE (Average Variance Extracted) value above 0,5 and meets the reliability criteria. However, if the outer loading is below 0,5, the item should be removed from the model.

Table 4. Outer Loading and AVE

Variable	Item	Outer Loading	AVE	Variable	Item	Outer Loading	AVE
Organizational Culture (X1)	X111	0.782	0,506		X271	0.762	0,624
	X112	0.748			X272	0.777	
	X121	0.774			X281	0.831	
	X122	0.675			X282	0.779	
	X131	0.653			Work Engagement	Z11	
	X132	0.675		Z12		0.782	
	X141	0.785		Z13		0.845	
	X142	0.782		Z21		0.768	
	X151	0.782		Z22		0.759	
	X152	0.691		Z23		0.769	
	X161	0.642		Z31		0.830	
	X162	0.693		Z32		0.817	
	X171	0.729		Z33	0.781		
X172	0.668	Organizational	Y11	0.832	0,553		
X181	0.579		Y12	0.828			

Quality of Work Life (X2)	X182	0.681	0,594	Citizenship Behavior	Y13	0.803
	X211	0.794			Y21	0.723
	X212	0.795			Y22	0.747
	X221	0.751			Y23	0.863
	X222	0.741			Y31	0.790
	X231	0.808			Y32	0.557
	X232	0.784			Y33	0.597
	X241	0.808			Y41	0.761
	X242	0.766			Y42	0.669
	X251	0.813			Y43	0.699
	X252	0.731			Y51	0.832
	X261	0.631			Y52	0.542
	X262	0.737			Y53	0.811

Source: SMARTPLS output processed by the researcher (2026)

The analysis results indicate that all indicators have outer loading values $\geq 0,5$ and Average Variance Extracted (AVE) values $\geq 0,5$. This suggests that the indicators are able to adequately represent the measured latent constructs.

Discriminant Validity Results

The study assessed discriminant validity using the HTMT method, which compares the average correlations between constructs (heterotrait) to those among indicators of the same construct (monotrait).

Table 5. Heterotrait Monotrait Ratio

	OC (X1)	QWL (X2)	OCB (Y)	WE (Z)
OC (X1)				
QWL (X2)	0.884			
OCB (Y)	0.901	0.857		
WE (Z)	0.873	0.852	0.922	

Source: SMARTPLS output processed by the researcher (2026)

Table 5 shows that some HTMT values are greater than 0,90, indicating a conceptual overlap between constructs. To address discriminant validity issues, a cross-loading examination can be conducted.

Table 6. Cross Loading

Item	X1	X2	Y	Z	Item	X1	X2	Y	Z
X111	0.782	0.659	0.651	0.596	Y11	0.627	0.657	0.832	0.651
X112	0.748	0.589	0.680	0.555	Y12	0.699	0.647	0.828	0.674
X121	0.774	0.595	0.650	0.606	Y13	0.622	0.547	0.803	0.705
X122	0.675	0.432	0.524	0.502	Y21	0.533	0.559	0.723	0.635
X131	0.653	0.366	0.533	0.532	Y22	0.558	0.615	0.747	0.740
X132	0.675	0.549	0.486	0.450	Y23	0.657	0.707	0.863	0.740
X141	0.785	0.627	0.674	0.565	Y31	0.661	0.583	0.790	0.720
X142	0.782	0.634	0.704	0.654	Y32	0.585	0.506	0.557	0.522
X151	0.782	0.659	0.578	0.684	Y33	0.639	0.563	0.597	0.487
X152	0.691	0.552	0.497	0.532	Y41	0.727	0.668	0.761	0.641
X161	0.642	0.589	0.505	0.519	Y42	0.636	0.568	0.669	0.468
X162	0.693	0.604	0.494	0.511	Y43	0.641	0.613	0.699	0.752
X171	0.729	0.637	0.571	0.632	Y51	0.711	0.704	0.832	0.732
X172	0.668	0.672	0.690	0.654	Y52	0.484	0.445	0.542	0.433

X181	0.579	0.622	0.603	0.574	Y53	0.647	0.660	0.811	0.619
X182	0.681	0.749	0.688	0.666					

Source: SMARTPLS output processed by the researcher (2026)

Table 6 shows that several indicators have higher loadings on other constructs than on their own construct, or exhibit very small differences in loadings ($< 0,10$). Item Y4.3 has a loading of 0.699 on Y, while its loading on Z is higher at 0,752. Similarly, item X1.8.2 has a loading of 0,681 on X1, but a higher loading of 0,749 on X2. Additionally, Y2.2 has a loading of 0,747 on Y, with a very small difference of 0.007 compared to its loading on Z, which is 0,740. Such minimal differences in loadings indicate high construct ambiguity. Therefore, to achieve discriminant validity, these three items will be removed to prevent construct overlap.

Table 7. HTMT Values After Item Removal

	OC (X1)	QWL (X2)	OCB (Y)	WE (Z)
OC (X1)				
QWL (X2)	0.863			
OCB (Y)	0.890	0.849		
WE (Z)	0.860	0.852	0.890	

Source: SMARTPLS output processed by the researcher (2026)

Based on the results after item removal, the HTMT values for all constructs are now below 0,90. Discriminant validity has been fulfilled, making it appropriate to proceed to the structural model evaluation stage.

Outer Model Reliability Test

Reliability testing is to examine the consistency of indicators in representing a latent construct, ensuring that all indicators within a given variable accurately reflect the same underlying concept.

Table 8. The Results of Outer Model Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
Organizational Culture	0,931	0,934
Quality of Work Life	0,954	0,956
Work Engagement	0,924	0,926
Organizational Citizenship Behavior	0,933	0,939

Source: SMARTPLS output processed by the researcher (2026)

As shown in Table 8, both composite reliability and cronbach's alpha values greater than 0.7 suggest that the variables are reliable and satisfy the established reliability criteria.

Inner Model Evaluation Results

R-Square (R²)

Table 9. R-Square (R²)

Variable	R-Square (R²)
OCB	0,778
Work Engagement	0,715

Source: SMARTPLS output processed by the researcher (2026)

Based on Table 9, An R² of 0.778 demonstrates that 77.8% of the variability in OCB is explained by organizational culture, QWL, and work engagement, whereas 22.2% is due to other unmodeled factors. Similarly, an R² of 0.715 indicates that 71.5% of the variance

in work engagement is accounted for by organizational culture and QWL, with the remaining 28.5% attributable to external factors.

Predictive Relevance (Q²)

The Q² value is 0,937, exceeding the threshold of 0,35. This demonstrates that the model exhibits very strong predictive relevance, indicating a high capability to predict the endogenous variable.

Model Fit

The SRMR (Standardized Root Mean Square Residual) values were 0,098 for both the estimated and saturated models. As the obtained value of 0,098 is below the threshold of 0,1, it indicates that the model exhibits good fit.

Hypothesis Testing of Direct Effects

A hypothesis is accepted if the t-statistic exceeds the critical t-table value (>1.645) and the p-value is below 0.05. Acceptance of the hypothesis indicates that the exogenous variable significantly impacts the endogenous variable.

Table 10. Direct Effect Hypothesis Test Results

Hypothesis	Path Coefficient	t-statistics	p-values	Note
H1: OC → WE	0,426	3,006	0,001	Significant
H2: QWL → WE	0,459	3,207	0,001	Significant
H3: OC → OCB	0,365	2,439	0,007	Significant
H4: QWL → OCB	0,202	1,168	0,122	Significant
H5: WE → OCB	0,375	2,453	0,007	Significant

Source: SMARTPLS output processed by the researcher (2026)

Based on Table 9, the relationships OC → WE, QWL → WE, OC → OCB, and WE → OCB show t-statistics higher than the t-table value and p-values less than 0.05, with positive relationship directions, indicating that the **hypotheses are supported**. This suggests that the exogenous variables play a positive and significant role in affecting the endogenous variables. On the other hand, the relationship QWL → OCB exhibits a t-statistic below the critical t-value and a p-value above 0,05, meaning that the **hypothesis is not supported**. The analysis reveals that QWL exerts no significant impact on OCB.

Hypothesis Testing of Indirect Effects

Table 11. Indirect Effect Hypothesis Test Results

Hypothesis	Path Coefficient	t-statistics	p-values	Note
H6: OC → WE → OCB	0,160	1,716	0,043	Significant
H7: QWL → WE → OCB	0,172	1,887	0,030	Significant

Source: SMARTPLS output processed by the researcher (2026)

Table 11 shows that the relationships OC → WE → OCB and QWL → WE → OCB have t-statistics greater than the t-table value (1,645) and p-values less than 0,05, with positive relationship directions, indicating that the **hypotheses are supported**. Work engagement acts as a mediator in the associations of both organizational culture and QWL with OCB.

Discussion

The Impact of Organizational Culture on Work Engagement

According to the result, organizational culture significantly and positively influences work engagement, emphasizing its vital role in encouraging employees' engagement. This

implies that enhancing the quality of organizational culture can strengthen employees' energy, dedication, and involvement in carrying out their daily responsibilities. In government organizations, organizational culture is reinforced through the implementation of *BerAKHLAK* values, which emphasize service, professionalism, and accountability. When these values are consistently implemented, employees have clear work guidelines in carrying out their daily tasks, which can increase their engagement and attachment to the organization. An organizational culture that emphasizes responsiveness to community needs and cross-sector collaboration is highly relevant to the management of informatics, government communication services, and public information dissemination.

These findings support previous studies Zahara & Kamisruddin (2025), and Nurshalimah et al. (2025), which indicate that a well-implemented organizational culture can enhance employee engagement. In line with that, Naqshbandi et al. (2024) emphasize that to develop a positive work environment and improve employees' happiness, motivation, and performance, it is essential to align organizational culture with employee engagement programs.

The Impact of QWL on Work Engagement

This research demonstrates that QWL significantly and positively affects Work Engagement at the Communication and Information Office of Nganjuk Regency. The relatively strong coefficient value suggests that QWL is a critical key in enhancing employees' work engagement. From the perspective of the Job Demands Resources framework, QWL can be viewed as a form of job resources that supports employees in dealing with job demands. When an organization provides a safe working environment, opportunities for development, and fosters harmonious social relationships, employees gain psychological resources that enhance their intrinsic motivation. This increase in psychological motivation is reflected in higher levels of vigor, absorption and dedication, in carrying out daily tasks. In its implementation within government organizations, particularly at the Nganjuk Regency Communication and Information Office, quality of work life is reflected in the availability of adequate information technology facilities, job security, and clear task distribution as civil servants.

These findings are supported by previous studies with similar results conducted by Wu & Zhang (2025), Lestari et al. (2023) and Aysila & Kusmaryani (2025), which demonstrate the association between QWL and employees' work engagement. Research by Wu & Zhang (2025), who examined human and artificial intelligence collaboration, argue that such collaboration may strengthen work engagement by addressing employees' fundamental needs associated with quality of work life and supporting their personal and professional growth.

The Impact of Organizational Culture on OCB

The research shows that organizational culture significantly and positively contributes to OCB. An organizational culture that emphasizes responsibility, teamwork, and a service orientation toward the community will reinforce the emergence of voluntary behaviors in the workplace. In its implementation at the Communication and Information Office of Nganjuk Regency, an organizational culture oriented toward public service and performance accountability plays a crucial role in fostering OCB. Employees working in an environment with strong collaborative values where the execution of duties requires synergy among various internal and external stakeholders, tend to be more willing to assist their colleagues in completing tasks, particularly when facing workloads related to public information disclosure management or public complaint services. This reflects a strong

implementation of OCB indicators, including helping coworkers, maintaining good relationships and communication among employees.

These results align with Earlier studies carried out by Salfitri et al. (2024), Primadona et al. (2025), Camacho et al. (2025), and Putri & Fariana (2025), which demonstrate that a well-established organizational culture enhances employees' voluntary behaviors.

The Impact of QWL on OCB

The study reveals that QWL has no significant impact on OCB at the Communication and Information Office of Nganjuk Regency. QWL is not shown to directly improve extra-role behavior within this research model. In the context of government organizations, one possible explanation for the non-significant effect of QWL on OCB is that QWL is often perceived as a normative entitlement rather than an additional motivational factor. As civil servants, employees of Communication and Information Office of Nganjuk Regency receive relatively stable compensation systems, job security, and adequate work facilities, which are inherent components of the bureaucratic system. Therefore, these aspects of quality of work life are not always perceived as drivers of extra-role behavior.

Moreover, QWL tends to function as a hygiene factor that maintains job satisfaction and work stability but does not directly stimulate voluntary behaviors. Employees who feel comfortable in performing their formal duties do not necessarily have the motivation to engage in discretionary behaviors beyond their formal responsibilities. As a public service organization, Communication and Information Office of Nganjuk Regency is more likely to have OCB influenced by organizational culture and public service values that guide employees in their daily tasks.

These findings do not support previous studies conducted by Askafi (2024), Walidya & Izzati (2023), and Bayati et al. (2025), which found that QWL significantly influences OCB. However, this research is consistent with the results of Lestari et. Al (2023) and Dewi et. al (2022), which also reported that QWL does not have a significant impact on OCB.

The Impact of Work Engagement on OCB

The research's findings reveal that Work Engagement has a significant and positive impact on Organizational Citizenship Behavior at the Communication and Information Office of Nganjuk Regency. The positive coefficient indicates that higher employee engagement levels correspond to a greater likelihood of exhibiting voluntary behaviors within the organization. Employees with high vigor tend to demonstrate strong energy in assisting colleagues in tasks such as managing sectoral data, informatics operations, and public information services. Dedication is reflected in employees' pride in the organization's strategic role in supporting transparency and digital transformation within the local government. Meanwhile, absorption is evident in employees' seriousness and focus when completing tasks within the information technology sector, which require high levels of accuracy and concentration.

The findings correspond with earlier research performed by Hasibuan et al. (2025), Primadona et al. (2025), Park & Kim (2024) and Kim (2023). Park and Kim (2024) argue that employees who exhibit a strong mindset, marked by focus and dedication to their tasks, tend to demonstrate voluntary behaviors that enhance organizational performance.

The Impact of Organizational Culture on OCB Through Work Engagement

The study's findings reveal that work engagement plays a significant mediating role in the association between Organizational Culture and OCB. This indicates that organizational culture affects OCB both directly and indirectly by fostering employees' work engagement. The mediation observed in this research is partial, meaning that Organizational Culture influences OCB both directly and with work engagement functioning as a mediating factor. An organizational culture that emphasizes public service values, accountability, and teamwork fosters a meaningful and valuable work environment. When employees perceive that organizational values are aligned with their responsibilities in managing technology and information for the public, a sense of accomplishment and emotional engagement in their work arises.

These results align with previous studies by Ramdhani & Wardhani (2024) and Satyawati and Rahyuda (2022), which show that work engagement serves as an intervening factor linking organizational culture and OCB. According to Ramdhani & Wardhani (2024), organizational culture represents the implementation of organizational values that serve as guidelines for work behavior. When such culture is internalized by employees and fosters a strong understanding of positive values, employees cultivate a stronger organizational attachment, which subsequently increases their work engagement.

The Impact of QWL on OCB Through Work Engagement

The findings reveal that work engagement plays a significant mediating role in the association between QWL and OCB at the Communication and Information Office of Nganjuk Regency. This suggests that QWL does not exert a direct impact on OCB but influences it indirectly by enhancing employees' work engagement. The mediation observed in this study is full, indicating that the effect of QWL on OCB occurs entirely through Work Engagement. QWL is reflected in clear task distribution among employees, the availability of adequate information technology facilities, and job security as civil servants. These conditions contribute to increased comfort and improved work stability. However, to encourage employees to demonstrate voluntary behaviors, like assisting colleagues in carrying out tasks in the fields of communication, informatics, statistics, and cryptography, emotional engagement and a sense of pride in their roles as public servants are required. Thus, Work Engagement serves as a vital mediator linking work well-being to Organizational Citizenship Behavior.

These findings support earlier research executed by Cahyo et al. (2023) and Lestari et al. (2023), which demonstrate that Work Engagement can act as an intervening factor linking QWL and OCB. Lestari et al. (2023) explain that QWL can boost employees' work engagement, which subsequently leads to higher levels of OCB within the organization.

5. CONCLUSION AND RECOMMENDATION

Conclusion

Based on the research findings and discussion, several conclusions can be drawn:

1. A well-implemented organizational culture is able to enhance employees' work engagement. The stronger the application of core organizational values, the higher the levels of vigor, dedication, and absorption among employees.
2. A well-established QWL contributes positively to employees' work engagement. Aspects such as employee well-being and institutional support play a significant role in fostering positive psychological conditions.

3. Organizational culture, when effectively implemented, can improve employees' OCB. A stronger organizational culture encourages the emergence of extra-role behaviors.
4. QWL does not directly influence employees' OCB. Instead, it functions as a maintenance factor that sustains job stability and satisfaction, without directly stimulating extra-role behavior.
5. High levels of work engagement significantly enhance employees' OCB. Employees who are strongly engaged with their organization are more likely to demonstrate extra-role behaviors.
6. Work engagement mediates the relationship between organizational culture and employees' OCB. A well-internalized organizational culture fosters stronger employee engagement, which in turn promotes OCB.
7. Work engagement also mediates the relationship between QWL and employees' OCB. The non-significant direct effect of QWL on OCB indicates that it first shapes employees' psychological attachment, which subsequently leads to the development of organizational citizenship behavior.

Recommendation

The results of this research present several practical recommendations for government organizations. For the Communication and Information Office of Nganjuk Regency and Nganjuk Regency Government, it is recommended to strengthen the implementation of an organizational culture based on public service and digital transformation through the application of public service practices grounded in the *BerAKHLAK* values. In addition, the organization should enhance employee engagement in daily task execution so that employees develop a sense of meaning and ownership in fulfilling their roles as civil servants, as well as foster a collaborative work culture across departments. Greater emphasis should also be placed on optimizing the quality of work life to maintain work stability and employee motivation.

From an academic perspective, human resource development studies may explore additional variables to enrich the conceptual model, particularly those related to OCB. Moreover, comparative studies across different government agencies are needed to examine the consistency of the model in different organizational fields. It is further suggested to employ mixed methods approaches to gain a deeper and more comprehensive understanding of the factors affecting OCB.

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